

TIPS FOR CREATING AN EFFECTIVE TEAM

Part of Personal Health Planning (PHP) involves deciding who will be on the patient's team. The patient is the "captain" of the team, but clinicians guide him or her with identifying team members.

As you ask who will be on the team, consider each of the following categories for team members. If it is helpful, you can look over the check boxes below as a guide and even write in specific names next to each:

Loved Ones

- | | |
|---|---|
| <input type="checkbox"/> Family Members | <input type="checkbox"/> Companion animal |
| <input type="checkbox"/> Friend | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Fellow Veteran | |

Primary Care Team

- | | |
|---|--|
| <input type="checkbox"/> Primary Provider | <input type="checkbox"/> Nurse |
| <input type="checkbox"/> MSA | <input type="checkbox"/> Entire Patient Aligned Care Team (PACT) |
| <input type="checkbox"/> LPN or LVN | |

Specialists (neurologists, gastroenterologists, endocrinologists, etc.). List them below:

_____	_____
_____	_____
_____	_____

Mental Health Professionals

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> Psychiatrist | <input type="checkbox"/> Health Psychologist |
| <input type="checkbox"/> Counselor | <input type="checkbox"/> Other _____ |

Other Clinicians

- | | |
|---|---|
| <input type="checkbox"/> Social Worker | <input type="checkbox"/> Recreational Therapist |
| <input type="checkbox"/> Dietician | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Chaplain | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Physical Therapist | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Occupational Therapist | |
| <input type="checkbox"/> Complementary Therapist (e.g. acupuncture, massage, tai chi) | |

WHAT HELPS A TEAM SUCCEED?

Whether you are helping a patient assemble a Whole Health team or working with colleagues in a group such as a patient-aligned care team (PACT), it can be helpful to keep key elements of highly functioning teams in mind. As you engage in teamwork, here are some tips:

1. Have clear strategies about goals and how the team will function

- The team should know what they are working toward. They should have a shared vision.
- Everyone knows his/her role.
- Individuals outline their personal goals too.
- Beyond wanting to meet goals or metrics for success, the team focuses on the process of attaining those objectives.
- The team nurtures each individual's growth and learning as well.

2. Forge healthy team relationships

- Team members who like each other are more likely to succeed. Teams are successful if their members work well together.
- Team members communicate well and listen to each other. Everyone on the team is valued for who they are and for their ideas. Everyone can freely express ideas and concerns.
- There are healthy boundaries, and people are comfortable sharing what is going on in their lives.
- Conflicts and disagreements are respectfully managed.
- Everyone has a chance to speak, including more introverted team members.
- Ideally, teams have multiple opportunities to communicate with each other on a regular basis, throughout the day.

3. Share joys and successes

- People contribute more if they feel appreciated, appreciate other team members, and know they are making a difference.
- There is room for everyone to grow and learn as individuals. Autonomy is respected and encouraged.
- The more positive emotions people experience, the more they will be curious and creative – and innovative. Happy people are more likely to succeed both at work and in other aspects of their lives.

4. Share suffering skillfully too

- Team members are willing to support each other when things are not working out.
- Mistakes are considered part of the process.

5. Make sure each team member's workload is healthy

- Everyone shares in the work and the team does not get bogged down because of unclear roles and responsibilities.
- People step in and help each other when needed, regardless of job description.

6. Maintain engaged and communicative leadership

- No individual members are more important than the team.
- The team leader delegates effectively.
- Feedback is offered immediately and skillfully.
- Leaders take the role of mentor, not manager.
- The team leader demonstrates humility and flexibility.

7. Foster a healthy work environment.

- Meeting and office spaces, and all other spaces, are comfortable, pleasant to the senses, and safe.
- The team is not so large that it is hard to meet or communicate effectively.

If you would like to evaluate how a team is doing, consider using Peace Health's Team Development Questionnaire. The following link is to the questionnaire, along with instructions for requesting a free guide on how to score it.

https://www.peacehealth.org/sites/default/files/Documents/TeamDevelopmentQuestionnaire_Mar08.pdf

Good luck!